Executive Summary

Blueprint for Academic Excellence
Palmetto College
AY2020-2021

Introduction

Palmetto College represents the University's effort to provide innovation, leadership and coordination throughout the eight University of South Carolina campuses to serve students seeking alternative course and degree delivery. Palmetto College offers them an opportunity toward social mobility through a combination of affordability, accessibility and flexibility, making post-secondary education a first-time reality for many.

This methodology consists of face-to-face instruction at the Palmetto College Campuses and asynchronous online and point-to point synchronous instruction emanating from multiple sites. The Palmetto College Central report, with an emphasis on the College's online degree delivery efforts, is contained herein. The complete reports of the reporting units of the college: USC Palmetto College Columbia and the four regional Palmetto College campuses (which are accredited as a part of USC Columbia), may be accessed at the links below in the Highlights section.

Highlights

The online programs enjoyed continued growth and productivity, with enrollments exceeding 1100 (fall 2019) and graduations exceeding 1700. PC Campuses enrollments were up almost 10% for fall 2019. Complete reports can be found at the following links:

[USC Palmetto College Columbia](#)   [USC Lancaster](#)   [USC Salkehatchie](#)   [USC Sumter](#)   [USC Union](#)

Note: Data on faculty and students reported in the PC Central report reflect academic programs directly under the province of Palmetto College (associate degrees and BLS and BOL degrees). Information on all programs coordinated through Palmetto College may be found in the Academic Programs appendices.

Dr. Susan A. Elkins
Chancellor
Palmetto College

Table Of Content

Executive Summary

Foundation for Academic Excellence

Mission Statement

Palmetto College, through its campuses and distance-delivery programs, adheres to the USC System Mission Statement, which may be found on the OIRAA web site.

Updated: 03/02/2018

Vision Statement

USC Palmetto College will be a destination of choice for students seeking affordable and flexible access to the resources of UofSC, by creating innovative and inclusive pathways focused on student success that nurture critical thinking, civic engagement, and career development

Updated: 03/02/2018

Values Statement

All the entities of Palmetto College fully embrace the University System Mission Statement. Further, we look to the past for reinforcement of its emphasis on serving the state. Specifically, a marker erected on the historical University Horseshoe in 1936 refers to the University as a "Faithful index to the ambitions and fortunes of the state." In 1937, USC Professor of English Havilah Babcock stated, "Our campus is the state. If you can't come to the University, then the University will come to you." All those associated with the Palmetto College effort keep the service to the state and its citizens emphasized in these statements at the forefront of our thoughts and actions as we seek to serve those for whom traditional enrollment in higher education presents challenges and opportunities.

Updated: 03/02/2018

Goals - Looking Back

Goals for the previous Academic Year.

Goal 1 - Enrollment

Goal Statement	Continue to enhance enrollments at all regional Palmetto College campuses and in Palmetto College Online programs
Linkage to University Goal	• Educating the Thinkers and Leaders of Tomorrow • Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	Palmetto College directly addresses the University's mission statement in regard to the "… education of the state's diverse citizens…" through its four campuses, its online degree completion programs that utilize and link all USC campuses, and its programs and courses for military and dependents at Ft. Jackson.
Status	Progressing as expected (multi-year goal)
Action Plan	This goal is continual and is achieved by continuous monitoring at the central office level as well as at each program site.
Achievements	Note: Appropriation of $750,000 received in FY19 (based on efforts utilizing planning goal) to address initiatives/needs related to all other PC goals (Enrollment, Faculty, Student Retention/Success, Service, Organizational/Financial). Most of these initiatives address multiple goals. Reported below are results most directly associated with the Enrollment goal. In some instances, results will be dually reported in discussion of other goals. Palmetto Pathway Pilot: Designed and launched a pilot for approximately 50 students utilizing faculty from the regional Palmetto college campuses Lexington Expansion: Established a Lexington Transfer Center to attract and recruit Lexington County residents to Online Degree Completion. In addition, we will be offering upper division courses at the site for Bachelor's of Organizational Leadership and Liberal Studies. Gen Ed Courses/Fully Online Program Development/Military Program: Developed Palmetto College Gen Ed course offerings for a fully online bachelor's degrees. Test cohort model approach for some programs (start with BLS and BOL) to improve student engagement and success. Established a Military Programs and Strategies Department

	within Palmetto College to target military active duty, veterans and other military related students to Online Degree Completion and fully online degrees
	Dual Credit / Early College Expansion: Expanded and developed partnerships with additional high schools for dual credit and/or early college to allow students to take PC Gen Ed classes. Courses are offered through our regional Palmetto College campuses
	Strategic Enrollment Growth: Developed programs for increased enrollment with Military at Fort Jackson, Shaw Air Force and other military installations across the state
	Palmetto College overall total headcount enrollment decreased from 5998 in Fall 2017 to 5833 in Fall 2018, a 2.78% decrease, while Spring 2019 overall total headcount enrollment (5306) increased from Spring 2018 (5194), a 2.11% increase. Detailed Palmetto College program information is provided in Appendix 1.
Resources Utilized	In addition to each PC Campus Enrollment Management office, the PC Central Enrollment Services Office will continue to provide coordinated efforts to attract potential online students. Each campus will continue it's efforts to staff effectively for attempting to assure increased enrollments.
Goal Continuation	Ongoing
Goal Upcoming Plans	Ongoing: Please see Enrollment goal in Looking Ahead (2020-2021) section for details
Resources Needed	Enrollment goal in Looking Ahead (2019-2020) section for details Staff effort, as well as appropriate consultant efforts
Goal Notes	

Goals - Looking Back

Goal 2 - Student Retention/Student Success

Goal Statement	Increase student success rate at the regional Palmetto College Campuses. Assess retention and graduation measures of PC Online Students. Success Rate is defined by the SC CHE as students transferring, remaining enrolled, or graduating. We believe this is superior metric of our efforts at the regional Palmetto Campuses than solely focusing on retention from one year to the next.
Linkage to University Goal	• Educating the Thinkers and Leaders of Tomorrow • Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners • Building Inclusive and Inspiring Communities • Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	The University mission statement states that it "… provides all students with the highest-quality education, including the knowledge, skills, and values necessary for success…" Knowing that many of our students are first generation or "stop out" returnees, providing them with the support in and out of the classroom to be successful and continue their educational pursuits constitutes a significant component of our mission to the University.
Status	Progressing as expected (multi-year goal)
Action Plan	This goal is one based on continuous improvement, as well as a focus on relevant measures to consider. Specifically, in addition to retention and graduation, Success Rate at the Palmetto College Campuses is, we believe, the most important measure to consider as it allows for consideration of the "pathway" goals students desire such as transfer prior to taking an associate degree. In regard to the online programs, cohort measurement is problematic as all students in the programs are transfer students and approximately 40% are enrolled part-time, therefore rendering the traditional first-time/full-time cohort model non-applicable. That said, a "time-of-program-entry" model has been devised. See Achievements section below for discussion.
Achievements	*Program Actions:* Gen Ed Courses/Fully Online Program Development: Developed Palmetto College Gen Ed course offerings for a fully online bachelor's degrees. Test cohort model approach for some programs (start with BLS and BOL) to improve student engagement and success. *Research Actions:*

	Success Rate establishment for PC Online students: Palmetto College Central established a cohort-based view of online program success. The cohort was defined as those transferring into the online major programs for a given semester and enrolling full-time during that semester. The students were then followed for 2.5 academic years (150% of time) to ascertain success (defined as either graduated or still enrolled). The initial cohort reviewed consisted of those transferring into the program full-time fall 2014. The average success rate across programs was 75% with ranges from 43% to 98%. Palmetto College Central will continue to collect and refine this success rate model. Accurate Success Rate for PC Campuses: While our work (through OIRAA) with the CHE to incorporate out-of-state transfer info continues, the 2014 cohort success rate was almost 10% higher across the four PC campuses than the 2013 cohort (48.8 % to 58.07%). We will continue to address inclusion of the out-of-state transfer population with the CHE as 1. doings so more accurately reflects our success and 2. by CHE guidelines for this measure, it is allowable.
Resources Utilized	Staff
Goal Continuation	Ongoing
Goal Upcoming Plans	The primary efforts of PC Central, in addition to supporting all efforts of its units to better assure individual student success, will focus attention on: 1. developing a means of monitoring PC Online student success (which is a challenge considering that our students are transfers, therefore falling outside the traditional FT/FT entering student cohort most often assessed) and 2. continue to work with OIRA and the CHE (using the 2014 cohort) to establish an accurate Success Rate for each PC Campus
Resources Needed	Staff time - both internal and external (OIRA, CHE)
Goal Notes	

Goals - Looking Back

Goal Statement	Continue to attract, develop, reward and retain faculty who embrace alternative as well as traditional course delivery methodology. Work with the faculty on faculty governance issues related to the full implementation of Palmetto College
Linkage to University Goal	• Educating the Thinkers and Leaders of Tomorrow • Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners • Building Inclusive and Inspiring Communities • Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	Palmetto College embraces both the primary (classroom/laboratory) and secondary (distance education) methods of instruction stated in the University mission statement.
Status	Progressing as expected (multi-year goal)
Action Plan	Hiring/selection: Hiring of faculty begins with an analysis of need as determined by the local campus and the central office. Once it is decided to fill a needed position, the local campus forms a search committee comprised of campus personnel as well as a faculty member on the Columbia campus from the discipline of the position. Development/retention: Palmetto College campuses and the central office provide multiple actions to support faculty including T and P workshops, grant support, and professional travel to support regional Palmetto College faculty. Governance: Faculty governance is assured through local campus organizations ,the Palmetto College Campuses Faculty Senate and participation in the USC Columbia Faculty Senate
Achievements	*Faculty Productivity:*

	95 publication, 69 grants (sought or received), 166 presentations/exhibits, 64 creative activities, 165 consultations/editorships/reviews	
	Actions:	
	Quality hires; During 2018/19, the PC campuses hired 10 new, highly qualified faculty (tenure and non-tenure track), representing multiple disciplines. The teaching credentials for these new faculty were approved by the USC Columbia colleges/schools housing their respective disciplines.	
	Successful development and advancement of faculty as measured by earning tenure/and or promotion continued with four files for tenure and/or promotion submitted during 18/19. Based on prior years' experience, we anticipate a high rate of success for these candidates.	
	A faculty compensation study was begun this year, with a consultant procured to survey and analyze data. The study is ongoing and will continue until all results and recommendations are compiled	
	Program Actions:	
	Palmetto Pathway Pilot: Designed and launched a pilot for approximately 50 students utilizing faculty from the Regional Palmetto Colleges.	
	Lexington Expansion: established the site as a recruitment site and secured site approval for offering upper division courses at the site for Bachelor's of Organizational Leadership and Liberal Studies	
Resources Utilized	Internal support from PC Central and each campus' administration	
Goal Continuation	Ongoing	
Goal Upcoming Plans	Assess staffing needs, hiring practices, and development opportunities, while assuring appropriate alignment with USC Columbia, with whom the campuses are accredited	
Resources Needed	Funding to assure units are competitive in offer packages, faculty and staff support for faculty seeking advancement; support of	

Goals - Looking Back

	USC Columbia in alignment efforts
Goal Notes	

Goals - Looking Back

Goal 4 - Service

Goal Statement	Encourage faculty, staff and students to engage in service and to demonstrate how such service relates to their discipline or course of study in enhancing the relationship between University and community
Linkage to University Goal	• Educating the Thinkers and Leaders of Tomorrow • Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners • Building Inclusive and Inspiring Communities • Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	This goal addresses the component of the University's stated mission to provided "... all students with the highest-quality education, including the knowledge, skills, and values necessary for success and responsible citizenship in a complex and changing world through engagement in nationally and internationally ranked research, scholarship, service , and artistic creation.
Status	Progressing as expected (multi-year goal)
Action Plan	Faculty advancement requires service as an important component. Student service opportunities are provided through the many student organizations and campus-sponsored activities established at each campus
Achievements	Established a Military Programs and Strategies Department within Palmetto College to target military active duty, veterans and other military related students to Online Degree Completion and fully online degrees Expanded and developed partnerships with additional high schools for dual credit and/or early college to allow students to take PC Gen Ed classes. Courses are offered through our Regional Palmetto Colleges. Palmetto College campuses hosted USC University of Possibilities outreach initiative for 6th and 7th grade students from their regions Thirty-seven graduates earned Graduation with Leadership distinction (GLD), with 33 of these earning the distinction in the service-related tracks of Community Service, Professional and Civic Engagement, or Diversity and Social Advocacy Faculty,staff and students engaged in significant hours of service

Goals - Looking Back

Resources Utilized	Facutly, staff, and student time/effort
Goal Continuation	Ongoing
Goal Upcoming Plans	Ongoing
Resources Needed	Facutly, staff, and student time/effort
Goal Notes	

Goals - Looking Back

Goal Statement	Continue to develop the organizational structure of Palmetto College to assure efficiency, accountability, and fiscal responsibility
Linkage to University Goal	• Educating the Thinkers and Leaders of Tomorrow • Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners • Building Inclusive and Inspiring Communities • Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	Overall charge to all operations and campuses of Palmetto College to operate efficiently and effectively, with target outcomes of balanced budgets and reserve operating revenue
Status	Progressing as expected (multi-year goal)
Action Plan	Enhanced revenue through increased enrollment, efficient operations of all units through continuous assessment of staffing needs and performance, tuition revenue, Palmetto College funding distribution, and organizational structure
Achievements	The following organizational/financial action items were completed during the sixth year of operation: Continued to focus on enrollment growth through Palmetto Pathway Pilot, Lexington Expansion, Gen Ed/Fully Online offerings, dual Credit/Early College Expansion, and increased marketing of Online Degree Completion Programs (component of Strategic Enrollment Growth initiative). Continued emphasis on military programs and students through establishment of a Military Programs and Strategies department to target active duty military, veterans for enrollment in Online Degree completion and fully online degrees as well as in classroom instruction at Ft. Jackson, Shaw Air Force Base on other state military installations. Renamed Extended University as Palmetto College Columbia. Made financial improvements by operating more efficiently to balance budgets and ensure appropriate fund balances of 2-3 months operating expenses. In FY 2019 all four campuses met these targets Continued implementation of the Tuition Revenue Sharing Model for Palmetto College Online, resulting in substantial new revenue for each system campus, increasing the revenue raised and distributed across the system to $41.14 million (as of 2/1/2019)

<table>
<tr><td></td><td>since launch in Palmetto college in 2013.

Projected over $1,200,000 in fund-raising for FY19 through efforts led by the PC Development Officer, Deans, and other PC leaders.

Procured Federal Distance Learning grant in amount of $478,556 for upgrade of smart classrooms.

Continued to develop structure and unit budgets in alignment with reduction of appropriations from the Office of the Provost at USC Columbia for Extended University, coupled with the movement of Continuing Education and the Evening School from Palmetto College to the Office of the Provost

Continued vendor-solution online tutoring services.

Completed initial phase of College-wide planning effort to align Palmetto College with the University's Focus 2023 Plan – see Planning Goal.

Experienced many staffing changes, including: Associate Provost to Salkehatchie Dean, E-Learning Vice Chancellor to full time faculty (effective fall 2019), Executive Vice Chancellor to full time faculty (effective fall 2019), retirement of Associate Chancellor of Student Services, and appointment of Military Strategies and Outreach Director. Began process of revising organizational structure and replacement hiring</td></tr>
<tr><td>**Resources Utilized**</td><td>Staff time</td></tr>
<tr><td>**Goal Continuation**</td><td>Ongoing</td></tr>
<tr><td>**Goal Upcoming Plans**</td><td>Continue current continuous assessment efforts by PC Central to assure effective and efficient operation</td></tr>
<tr><td>**Resources Needed**</td><td>Staff time; support of central administration as to any organizational and/or finance model changes desired as a result of internal assessment efforts</td></tr>
<tr><td>**Goal Notes**</td><td></td></tr>
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Goals - Looking Back

Goal 6 - Planning

Goal Statement	The 2017-2018 academic year represented the fifth year of Palmetto College's existence. At this important juncture, Palmetto College began engaging in an all-units and functions Planning effort to assess what is working and what needs strengthening, in conjunction with the University's five-year Focus 2023 plan.
Linkage to University Goal	• Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	This review of the structure and function of all of Palmetto College activities represented an effort to allow the College to optimally serve"… the state's diverse citizens through teaching, research, creative activity, and service."
Status	Progressing as expected (multi-year goal)
Action Plan	With the University's official adoption of the Focus Carolina 2023 by the University Board of Trustees, Palmetto College began efforts to align with this Columbia campus=based plan. Beginning with the creation of the Academic Blueprints in the revised format in 2017 - which incorporated these goals, Palmetto College established a Strategic Planning Committee to review Blueprints of all College units as well as State Accountability Reports for the four regional Palmetto College campuses in order to assure alignment
Achievements	The Committee completed its work in December 2018 and began incorporating the alignment for the upcoming 2019-20 academic year. This alignment was specifically incorporated into the 2020 Academic Blueprints as well as the 2019 State Accountability Reports.
Resources Utilized	Faculty, staff and students of all entities of Palmetto College
Goal Continuation	Ongoing, with significant activity during the 2019-2020 academic year
Goal Upcoming Plans	Rollout of Planning Committee recommendations for comprehensive review
Resources Needed	Faculty, staff time
Goal Notes	

Goals - Real Time

Goals for the current Academic Year.

Goal 1 - Enrollments

Goal Statement	Continue to enhance enrollments at all Palmetto College Campuses and in Palmetto College Online programs
Linkage to University Goal	• Educating the Thinkers and Leaders of Tomorrow • Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	Palmetto College directly addresses the University's mission statement in regard to the "... education of the state's diverse citizens..." through its four campuses, its online degree completion programs that utilize and link all USC campuses, and its programs and courses for military and dependents at Ft. Jackson
Status	Progressing as expected (multi-year goal)
Action Plan	**Dual Credit**: Expand program into all service areas for each campus **Palmetto Pathways**: Grow this program to increase the number of students. To do this, we will need additional funding to prepare for the increase in students, by hiring faculty and staff to support the growing program. **Military Strategies and Programs:** Grow the military presence across the state to include bases and National Guard. Fort Jackson Tuition year round **Fully Online Degree**: Marketing and recruiting for fully online degrees
Achievements	Dual credit enrollment increased significantly from fall 2018 (2127) to fall 2019 (2749). Sites were added and substantive change approvals were secured at several sites. Palmetto Pathways was successfully launched in fall 2019 with a cohort of 53 students. Only one student did not renroll in spring 2020. Military Strategies and Programs underwent an organizational transition this year, now reporting to the President's Office. Fort Jackson military tuition year round was secured

	Substantive change for the Fort Jackson AA/AS degree program was approved by SACSCOC in spring 2020 Marketing efforts are continuing and being coordinated with the newly appointed Dean of Enrollment Management.
Resources Utilized	Enrollment management and marketing staff
Goal Continuation	Ongoing
Goal Upcoming Plans	Assess efficacy of action plan based on success of budget requests.
Resources Needed	Financial resources to maintain or enhance enrollment management staff, recruiting efforts and success/retention efforts..
Goal Notes	The Palmetto College 2023 Strategic Planning process took the goals of the USC Columbia plan and crafted them to represent how the College's campuses and programs best serve our unique stakeholders, thus fulfilling our role in the University system. The corresponding Palmetto College linking goals for this goal are: Educating future leaders and thinkers through affordable, flexible, and quality educational opportunities Promoting recognized institutional excellence

Goals - Real Time

Goal 2 - Student Retention/Student Success

Goal Statement	Increase student success rate at the regional Palmetto College Campuses. Assess retention and graduation measures of PC Online Students. Success Rate is defined by the SC CHE as students transferring, remaining enrolled, or graduating. We believe this is superior metric of our efforts at the regional Palmetto Campuses than solely focusing on retention from one year to the next.
Linkage to University Goal	• Educating the Thinkers and Leaders of Tomorrow • Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners • Building Inclusive and Inspiring Communities • Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	The University mission statement states that it "… provides all students with the highest-quality education, including the knowledge, skills, and values necessary for success…" Knowing that many of our students are first generation or "stop out" returnees, providing them with the support in and out of the classroom to be successful and continue their educational pursuits constitutes a significant component of our mission to the University.
Status	Progressing as expected (multi-year goal)
Action Plan	This goal is one based on continuous improvement, as well as a focus on relevant measures to consider. Specifically, in addition to retention and graduation, Success Rate at the Palmetto College Campuses is, we believe, the most important measure to consider as it allows for consideration of the "pathway" goals students desire such as transfer prior to taking an associate degree. In regard to the online programs, cohort measurement is problematic as all students in the programs are transfer students and approximately 40% are enrolled part-time, therefore rendering the traditional first-time/full-time cohort model non-applicable. That said, a "time-of-program-entry" model has been devised.
Achievements	Success Rate for the PC Campuses combined increased from 58% for the 2014 cohort to 71.5% for the 2015 cohort. Continued growth in number of PC Online graduates (1587 as of end of 18/19 academic year, 1728 currently) denotes success in these programs
Resources Utilized	Staff:Internal Palmetto College, OIRAA, CHE

Goals - Real Time

Goal Continuation	Ongoing
Goal Upcoming Plans	In addition to ongoing initiatives (such as student success research), hire a coordinator to work on transfer student articulation and coordination Success efforts at campus level addressed in campus reports
Resources Needed	Success attainment of budget request funds Staff time
Goal Notes	Palmetto College and its programs and campuses are accredited as part of USC Columbia. To assure alignment while focusing more specifically on the College's stakeholders, Palmetto College has established the following aligned goals correlating with the University goals selected above: Educating future leaders and thinkers through affordable, flexible, and quality educational opportunities Promoting recognized institutional excellence

Goals - Real Time

Goal Statement	Continue to attract, develop, reward and retain faculty who embrace alternative as well as traditional course delivery methodology. Work with the faculty on faculty governance issues related to the full implementation of Palmetto College
Linkage to University Goal	• Educating the Thinkers and Leaders of Tomorrow • Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners
Alignment with Mission, Vision, and Values	Palmetto College embraces both the primary (classroom/laboratory) and secondary (distance education) methods of instruction stated in the University mission statement.
Status	Progressing as expected (multi-year goal)
Action Plan	Continue to support the campuses' faculty by providing growth and development opportunities Continued activity associated with the faculty compensation study
Achievements	Phase 1 of the Palmetto College Salary Study Report has been completed, with allocation of $100,000 funding in initial stage. This goal has been enchanced by the recent action of the President in allocating increased funding for faculty compensation.
Resources Utilized	Faculty, staff time
Goal Continuation	Ongoing
Goal Upcoming Plans	See Action plan above
Resources Needed	Funding to assure units are competitive in offer packages, faculty and staff support for faculty seeking advancement; support of USC Columbia in alignment efforts
Goal Notes	Palmetto College and its programs and campuses are accredited as part of USC Columbia. To assure alignment while focusing more specifically on the College's stakeholders, Palmetto College has established the following aligned goal that corresponds with the University goal selected above. Educating future leaders and thinkers through affordable, flexible, and quality educational opportunities Assembling and supporting a diverse world-class faculty dedicated to teaching, scholarship, and student success. Promoting recognized institutional excellence

Goals - Real Time

Goal Statement	Encourage faculty, staff and students to engage in service and to demonstrate how such service relates to their discipline or course of study in enhancing the relationship between University and community
Linkage to University Goal	• Building Inclusive and Inspiring Communities • Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	This goal addresses the component of the University's stated mission to provided "... all students with the highest-quality education, including the knowledge, skills, and values necessary for success and responsible citizenship in a complex and changing world through engagement in nationally and internationally ranked research, scholarship, service, and artistic creation.
Status	Progressing as expected (multi-year goal)
Action Plan	Dual Credit: Expand program into all service areas for each campus as doing so results in substantial savings for high school student and their families University of Possibilities: Grow this program to include additional middle schools within the service areas of each campus as doing so provides encouragement and support for those in the 6th and 7th grades to pursue higher education. Military Strategies and Programs: Grow the military presence across the state to include bases and National Guard as doing so provides needed support to active-duty, veterans and and their dependents. Continue research efforts to better capture and report faculty, staff and student service efforts
Achievements	Dual credit expansion addressed in Achievements section of Enrollments goal. Organizational reporting change of Military strategies and Programs addressed in Achievements section of Enrollments goal. University of Possibilities efforts continue a time/resources permit

Resources Utilized	Funding, staff for requested activities Faculty, staff and student time for service activity
Goal Continuation	Ongoing
Goal Upcoming Plans	Ongoing
Resources Needed	Funding as requested in budget request
Goal Notes	The Palmetto College 2023 Strategic Planning process took the goals of the USC plan and crafted them to represent how the College's campuses and programs best serve our unique stakeholders, thus fulfilling our role in the University system. The corresponding Palmetto College linking goal for this goal is: Building inclusive and inspiring communities, on-campus and online.

Goals - Real Time

Goal 5 - Organizational/Financial

Goal Statement	Continue to develop the organizational structure of Palmetto College to assure efficiency, accountability, and fiscal responsibility
Linkage to University Goal	• Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	Overall charge to all operations and campuses of Palmetto College to operate efficiently and effectively, with target outcomes of balanced budgets and reserve operating revenue
Status	Progressing as expected (multi-year goal)
Action Plan	Enhance revenue through increased enrollment, efficient operations of all units through continuous assessment of staffing needs and performance, tuition revenue, Palmetto College funding distribution, and organizational structure
Achievements	Palmetto College continues to run a lean organization, while looking toward the future. See following presentation for funding requests for FY20 https://www.sc.edu/about/system_and_campuses/palmetto_college/internal/documents/blueprint/usc_palmetto_collge_presentation_president_budget_hearing_as_of_10_01_2019.pdf
Resources Utilized	Staff time
Goal Continuation	Ongoing and continuous
Goal Upcoming Plans	Continue the reorganization efforts begun last year as a result of retirements, employment status changes and internal promotions and evaluate central office services provided to the campuses in support of their activities. Work with service units to set and achieve goals. Began implementation of plan for PC Online approved in January 2020 by President Caslen. See Looking Ahead Organizational/Financial goal for more details
Resources Needed	Restoration of FTEs consolidated back to USC Columbia since 2015
Goal Notes	The Palmetto College 2023 Strategic Planning process took the goals of the USC plan and crafted them to represent how the College's campuses and programs best serve our unique stakeholders, thus fulfilling our role in the University system. The corresponding Palmetto College linking goal for this goal is: Promoting recognized institutional excellence

Goals - Real Time

Goal Statement	The Palmetto College 2023 Strategic Planning process took the goals of the USC plan and crafted them to represent how the College's campuses and programs best serve our unique stakeholders, thus fulfilling our role in the University system. The corresponding Palmetto College linking goals for this goal are: Educating future leaders and thinkers through affordable, flexible, and quality educational opportunities Assembling and supporting a diverse world-class faculty dedicated to teaching, scholarship, and student success. Spurring creativity and innovation, including advanced educational opportunities responsive to regional community needs. Building inclusive and inspiring communities, on-campus and online. Promoting recognized institutional excellence
Linkage to University Goal	• Educating the Thinkers and Leaders of Tomorrow • Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners • Spurring Knowledge and Creation • Building Inclusive and Inspiring Communities • Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	The Palmetto College goals were designed to directly align with the overall USC Focus 2023 plan. See College/School Goal Statement above and Notes section below
Status	Progressing as expected (multi-year goal)
Action Plan	This year has been a challenging one with new leadership in both the President's Office and the Provost's Office. Further, as noted, many changes have taken place in Palmetto College. Taken together, these changes represented an opportunity to work and examine, revise, and set goals based on the Palmetto College Focus 2023 both as directed from above by new leadership and within Palmetto College as the plan is circulated and absorbed. Therefore, 2019-2020 has primarily been a year of review and planning for the future. It is anticipated that this goal will, after this year, be embedded within the new goals, objectives and metrics of the in-development President's plan.

Goals - Real Time

Achievements	The PC Focus 2023 plan was utilized to prepare campus State Accountability Reports Extensive examination of organization, processes and personal has transpired in preparation of SACSCOC standards for the University's reaffirmation effort.
Resources Utilized	Faculty, staff time and effort
Goal Continuation	Ongoing
Goal Upcoming Plans	See Action Plan above
Resources Needed	Faculty, staff time and effort
Goal Notes	The Palmetto College 2023 Strategic Planning process took the goals of the USC plan and crafted them to represent how the College's campuses and programs best serve our unique stakeholders, thus fulfilling our role in the University system. The corresponding Palmetto College linking goals for this goal are: Educating future leaders and thinkers through affordable, flexible, and quality educational opportunities Assembling and supporting a diverse world-class faculty dedicated to teaching, scholarship, and student success. Spurring creativity and innovation, including advanced educational opportunities responsive to regional community needs. Building inclusive and inspiring communities, on-campus and online. Promoting recognized institutional excellence

Goals - Looking Ahead

Goals for the next Academic Year.

Goal 1 - Enrollments

Goal Statement	Continue to enhance enrollments at all Palmetto College Campuses and in Palmetto College Online programs
Linkage to University Goal	• Educating the Thinkers and Leaders of Tomorrow • Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	Palmetto College directly addresses the University's mission statement in regard to the "… education of the state's diverse citizens…" through its four campuses, its online degree completion programs that utilize and link all USC campuses, and its programs and courses for military and dependents at Ft. Jackson
Status	Progressing as expected (multi-year goal)
Action Plan	As noted in the Real Time section for this goal, the new Dean for Enrollment Management began his duties in fall 2019. Working with the Chancellor and the campuses, he will lead the development of a goal-objective-metric constructed plan for increasing enrollments in al the programs associated with Palmetto College. Enrollment target goals for each campus have been established, ranging from 171 increase in freshman at Union, 260 at Sumter, 275 at Salkehatchie, and 293 at Lancaster Begin offering courses at the Lexington site Increase the enrollment in the Palmetto Pathways program by another 50 (therefore doubling the current enrollment) All of these goals are subject to revision/refinement based on the completion of the President's Strategic Plan. See Notes section below.
Achievements	To be reported in 21-22 Blueprint
Resources Utilized	Leadership of PC and campuses, enrollment management and marketing staff
Goal Continuation	Ongoing
Goal Upcoming Plans	Ongoing
Resources Needed	Staff time, funding
Goal Notes	President Caslen began his presidency in August 2019 and immediately engaged the University in a new strategic planning

	effort. At this writing (March, 2020) the effort is still ongoing. At present, eight Strategic Priorities have been proposed. Palmetto College will re-center its plans based on the final iteration of the new plan.

Goals - Looking Ahead

Goal 2 - Student Success

Goal Statement	Increase student success rate at the regional Palmetto College Campuses. Assess retention and graduation measures of PC Online Students. Success Rate is defined by the SC CHE as students transferring, remaining enrolled, or graduating. We believe this is superior metric of our efforts at the regional Palmetto Campuses than solely focusing on retention from one year to the next.
Linkage to University Goal	• Educating the Thinkers and Leaders of Tomorrow • Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	The University mission statement states that it "... provides all students with the highest-quality education, including the knowledge, skills, and values necessary for success..." Knowing that many of our students are first generation or "stop out" returnees, providing them with the support in and out of the classroom to be successful and continue their educational pursuits constitutes a significant component of our mission to the University.
Status	Progressing as expected (multi-year goal)
Action Plan	This goal is one based on continuous improvement, as well as a focus on relevant measures to consider. Specifically, in addition to retention and graduation, Success Rate at the Palmetto College Campuses is, we believe, the most important measure to consider as it allows for consideration of the "pathway" goals students desire such as transfer prior to taking an associate degree. In regard to the online programs, cohort measurement is problematic as all students in the programs are transfer students and approximately 40% are enrolled part-time, therefore rendering the traditional first-time/full-time cohort model non-applicable. That said, a "time-of-program-entry" model has been devised.
Achievements	Maintain or increase PC Campuses Success Rate Continued growth in graduates in PC Online programs To be reported in 2021-2022 Blueprint
Resources Utilized	Staff time
Goal Continuation	Ongoing
Goal Upcoming Plans	This is a continuous effort
Resources Needed	Staff time
Goal Notes	President Caslen began his presidency in August 2019 and immediately engaged the University in a new strategic planning effort. At this writing (March 2020) the effort is still ongoing. At

Goals - Looking Ahead

	present, eight Strategic Priorities have been proposed. Palmetto College will re-center its plans based on the final iteration of the new plan

Goals - Looking Ahead

Goal 3 - Faculty

Goal Statement	Continue to attract, develop, reward and retain faculty who embrace alternative as well as traditional course delivery methodology. Work with the faculty on faculty governance issues related to the full implementation of Palmetto College
Linkage to University Goal	• Educating the Thinkers and Leaders of Tomorrow • Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners
Alignment with Mission, Vision, and Values	Palmetto College embraces both the primary (classroom/laboratory) and secondary (distance education) methods of instruction stated in the University mission statement.
Status	Progressing as expected (multi-year goal)
Action Plan	Continue to support the campuses' faculty by providing growth and development opportunities Continue with second year of five year salary enhancement (pending financial resource availability) as described in the Palmetto College Salary Study Steering Committe Report
Achievements	To be reported in 21-22 Blueprint
Resources Utilized	Faculty, staff time
Goal Continuation	
Goal Upcoming Plans	Ongoing
Resources Needed	In addition to staff time for conducting searches, funding is needed to assure an excepetinally qualified pool of applicants is assembled.
Goal Notes	

Goals - Looking Ahead

Goal 4 - Service

Goal Statement	Encourage faculty, staff and students to engage in service and to demonstrate how such service relates to their discipline or course of study in enhancing the relationship between University and community
Linkage to University Goal	• Building Inclusive and Inspiring Communities • Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	This goal addresses the component of the University's stated mission to provided "... all students with the highest-quality education, including the knowledge, skills, and values necessary for success and responsible citizenship in a complex and changing world through engagement in nationally and internationally ranked research, scholarship, service, and artistic creation.
Status	Progressing as expected (multi-year goal)
Action Plan	Dual Credit: Expand program into all service areas for each campus as doing so results in substantial savings for high school student and their families University of Possibilities: Grow this program to include additional middle schools within the service areas of each campus as doing so provides encouragement and support for those in the 6th and 7th grades to pursue higher education. Continue research efforts to better capture and report faculty, staff and student service efforts
Achievements	To be reported in 21-22 Blueprint
Resources Utilized	Funding, staff for requested activities Faculty, staff and student time for service activity
Goal Continuation	
Goal Upcoming Plans	Ongoing
Resources Needed	Funding, staff for requested activities Faculty, staff and student time for service activity
Goal Notes	

Goals - Looking Ahead

Goal 5 - Organizational/Financial

Goal Statement	Continue to develop the organizational structure of Palmetto College to assure efficiency, accountability, and fiscal responsibility
Linkage to University Goal	• Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	Overall charge to all operations and campuses of Palmetto College to operate efficiently and effectively, with target outcomes of balanced budgets and reserve operating revenue
Status	Progressing as expected (multi-year goal)
Action Plan	Enhance revenue through increased enrollment, efficient operations of all units through continuous assessment of staffing needs and performance, tuition revenue, Palmetto College funding distribution, and organizational structure. Additionally, incorporate the previous free-standing Planning goal within this goal in order to assure integrated coordination of all efforts directed at efficient, productive operation of Palmetto Collège and the PC Campuses Specific upcoming plans beginning in January 2020 include a one-time approved funding of $2.95 mission that includes targeted funding for web development, marketing, and pilot admission/enrollment management processes improvement effort
Achievements	To be reported in 21-22 Blueprint
Resources Utilized	Staff time
Goal Continuation	
Goal Upcoming Plans	Ongoing
Resources Needed	Staff time
Goal Notes	

Academic Programs

Program Rankings

Academic programs that were nationally ranked or received external recognition during the Academic Year.

As noted in the Executive Summary Introduction section, this report addresses the Palmetto College efforts associated with delivery of undergraduate online programs. See campus reports by assessing links in the Executive Summary Highlights section.

Palmetto College and its fellow system campus colleagues were ranked by various entities as noted below during the 2019-2020 academic year, including:

By College Consensus: 25 Best Online Public Colleges and Universities; 25 Best Online Colleges for Veterans

By Registered Nursing.org: Top Ranked Nursing Schools

By Best Schools.org: (national): #8, Bachelor's in Accounting, #5, Bachelor's in General Studies, #5 Bachelor's in Health Informatics, #8, Bachelor's in Hospitality Management, #11 Bachelor's in Human Services

By Best Colleges: Best Online Bachelor's -#8 Elementary Education, # 12 Health Informatics, #5 Hospitality Management, #3, Human Services, #9 Management Information Systems, #11 Special Education

See Appendix 1 for additional Quantitative Measures concerning the online programs

Instructional Modalities

Innovations and changes to Instructional Modalities in unit's programmatic and course offerings that were implemented during the Academic Year.

No changes for this year specifically, but the asynchronous delivery of undergraduate coursework in the online programs represents the most comprehensive collection of alternative undergraduate coursework in the University.

Program Launches

Academic Programs that were newly launched during the Academic Year; those that received required approvals but which had not yet enrolled students are not included.

Our 14th online program, Engineering Technology Management began at USC Upstate in fall 2019

Program Terminations

Academic Programs

Academic Programs that were newly terminated or discontinued during the Academic Year.

None

Supplemental Info - Academic Programs

Any additional information on Academic Programs appears as Appendix 1. (bottom).

Academic Initiatives

Experiential Learning for Undergraduates

Initiatives, improvements, challenges, and progress with Experiential Learning at the Undergraduate level.

Palmetto College is an active supporter of USC Connect, the University's current QEP and during this academic year, 24 (same number as spring 2019) Palmetto College Campuses students have applied for Graduation with Leadership Distinction(GLD).

Individual campus activity will be reported in campus reports.

In addition to the Internship requirement of USC Palmetto College Columbia's BLS and BOL programs, a Service Learning/Community Service option is available

Experiential Learning For Graduate Students

Initiatives, improvements, challenges, and progress with Experiential Learning at the Graduate or Professional level.

NA

Affordability

Assessment of affordability and efforts to address affordability.

Palmetto College Online degree tuition is $5199 per semester which is the second lowest tuition (along with Aiken - to which PC Online tuition is aligned - among the Columbia ($6108) and senior campuses (Beaufort - $5172, Upstate - $5604). PC Central continues to work with University officials to maintain this lower cost. It should be noted that a lower tuition is but one factor in assuring affordability as students enrolled in our programs remain in their respective locales, therefore achieving the efficiencies of not having to "uproot" to pursue a baccalaureate degree

Reputation Enhancement

Contributions and achievements that enhance the reputation of UofSC Columbia regionally and nationally.

See Program Rankings section above for recognitions acknowledging Palmetto College's goal of providing "the quality of USC online."

Challenges

Challenges and resource needs anticipated for the current and upcoming Academic Years, not noted elsewhere in this report and/or those which merit additional attention.

PC Central is in need of financial resources as a result of the University's decision to remove the Evening School from under Palmetto College's direction. Doing so continues to present

Academic Initiatives

significant challenges for the unit to provide leadership, management, and coordination in the areas of new program development, current program enhancement, budget, development/monitoring, HR, compliance, financial aid, marketing, enrollment services and outreach. We continue to take significant steps including not hiring for open positions and reviewing the percentage share of PC revenue distribution to the degree programs. Simultaneously, we forge ahead with new and ongoing initiatives (see Looking Ahead section) in our effort to grow our mission to serve students across the spectrum from high school dual enrollment to middle-aged "back-to-school" enrollees.

Faculty Population

Faculty Employment by Track and Title

The following data was provided by UofSC's Office of Institutional Research, Assessment, and Analytics.

Table 1. Faculty Employment by Track and Title.

	Fall 2019	Fall 2018	Fall 2017
Tenure-track Faculty	83	80	79
Professor, with tenure	23	24	18
Associate Professor, with tenure	26	27	37
Assistant Professor	34	29	24
Librarian, with tenure	0	0	0
Research Faculty	0	0	0
Research Professor	0	0	0
Research Associate Professor	0	0	0
Research Assistant Professor	0	0	0
Clinical/instructional Faculty	43	42	39
Clinical Professor	0	0	0
Clinical Associate Professor	0	0	0
Clinical Assistant Professor	0	0	0
Instructor	43	42	39
Lecturer	0	0	0
Visiting	0	0	0
Adjunct Faculty	155	135	123

Faculty Population

Faculty Diversity by Gender and Race/Ethnicity

Note: UofSC follows US Department of Education IPEDS/ National Center for Education Statistics guidance for collecting and reporting race and ethnicity. See

https://nces.ed.gov/ipeds/Section/collecting_re

Table 2. Faculty Diversity by Gender and Race/Ethnicity.

	Fall 2019	**Fall 2018**	**Fall 2017**
Gender	126	122	118
Female	60	53	48
Male	66	69	70
Race/Ethnicity	126	122	118
American Indian/Alaska Native	1	1	1
Asian	7	6	5
Black or African American	15	11	10
Hispanic or Latino	3	8	6
Native Hawaiian or Other Pacific Islander	0	0	0
Nonresident Alien	4	2	1
Two or More Races	0	0	0
Unknown Race/Ethnicity	0	2	2
White	96	92	93

Illustrations 1 and 2 (below) portray this data visually.

Faculty Population

Illustration 1. Faculty Diversity by Gender

2019 Faculty Gender
Male Female

2018 Faculty Gender
Male Female

2017 Faculty Gender
Male Female

Illustration 2. Faculty Diversity by Race & Ethnicity

American Indian/Alaskan Native Asian Black Hispanic Native Hawaiian or Other Pacific Islander
Nonresident Alien Two Or More Races Unknown Race White

AY2017-2018

AY2018-2019

AY2019-2020

0   20   40   60   80   100   120   140
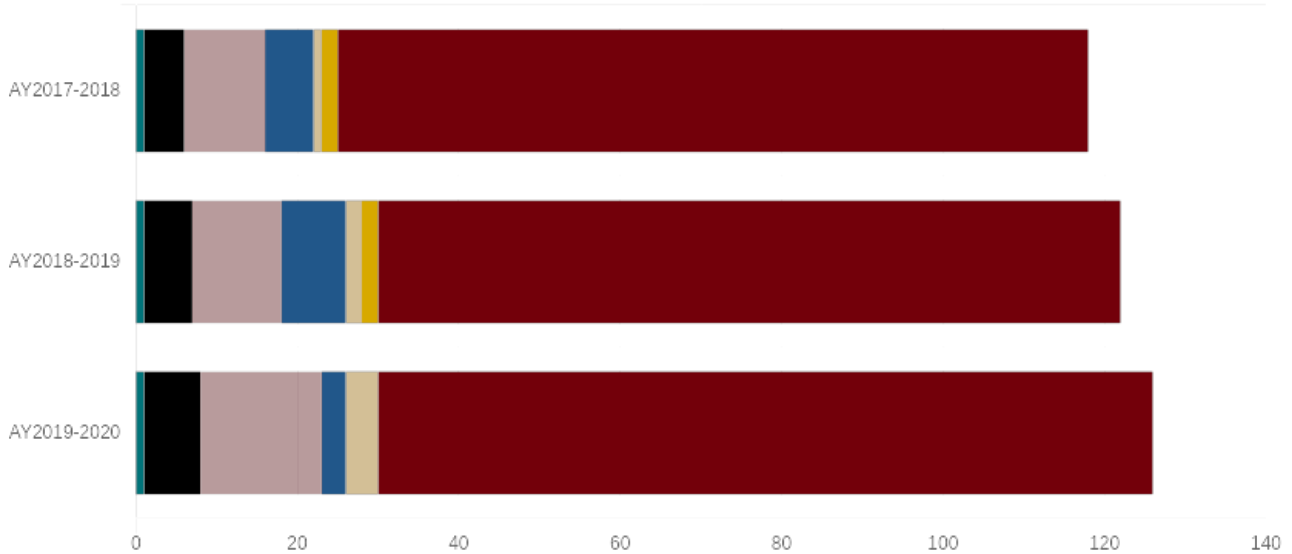
Faculty Information

Research and Scholarly Activity

Please refer to Appendix 3, which provides detailed information from the Office of the Vice President for Research, department of Information Technology and Data Management, including:
1) The total number and amount of externally sponsored research proposal submissions by funding source for the appropriate Fiscal Year.
2) Summary of externally sponsored research awards by funding source for the appropriate Fiscal Year. Total extramural funding processed through Sponsored Awards Management (SAM) in the Fiscal Year, and federal extramural funding processed through SAM in the Fiscal Year. (Available at: http://sam.research.sc.edu/awards.html) Amount of sponsored research funding per faculty member for the appropriate fiscal year (by rank, type of funding; e.g., federal, state, etc., and by department if applicable).
3) Number of patents, disclosures, and licensing agreements for three most recent Fiscal Years.

Provided in campus and Extended University reports as well as in Faculty goal section of Real Time (2018-2019)

Faculty Development

Efforts at Faculty Development, including investments, activities, incentives, objectives, and outcomes. Optional

During 2019-2020, the following faculty development opportunities were sponsored or supported by Palmetto College:

Palmetto College Campuses Tenure and Promotion Workshop: Reviewing administrators and previously successful tenure and promotion candidates presented information on the process of developing a substantial tenure and promotion file.

Tenure and Promotion New Candidate Workshop: Video training was offered on the electronic procedures of the Palmetto College Tenure and Promotion submission site.

Blackboard training: Training on Blackboard is offered at regional campuses for beginners and advanced users.

The Center for Teaching Excellence training workshops: In addition to individual assistance in online course development for Online Course Development Grant recipients, Palmetto College faculty are informed of and encouraged to utilize USC's Center for Teaching Excellence for many on-campus (with distance connectivity) workshops as well as online courses for faculty.

Other Activity

Efforts at Faculty Development, including investments, activities, incentives, objectives, and outcomes. Optional

Faculty Information

Will be addressed in campus and Extended University reports

Teaching

Faculty to Student Ratio

The following data was provided by UofSC's Office of Institutional Research, Assessment, and Analytics.

The formula used to compute the ratio uses data from Faculty Population by Track and Title and Student Enrollment by Time Basis, as follows:

$$\frac{(\text{Total Full-time Students} + 1/3 \text{ Part-time Students})}{((\text{Total Tenure-track Faculty} + \text{Total Research Faculty} + \text{Total Clinical/Instructional Faculty}) + (1/3 \text{ Adjunct Faculty}))}$$

Table 4. Faculty-to-Student Ratio.

	Fall 2019	**Fall 2018**	**Fall 2017**
Analysis of Ratio		01:17.8	1:17.88

Analysis of Ratio

Analysis of the ratio, agreement with the data, and plans for the future to impact this ratio.

Palmetto College Campuses: See campus reports for individual campus ratios. At a less than 18 to 1 aggregate average across the campuses, we are very comfortable with this ratio as we feel it represents the appropriate "mix" of small class size and prudent fiscal management of instructional resources.

Online programs: Because the Palmetto College Online Programs reside at the senior campuses, a traditional student/faculty ratio is not calculated. However, we do monitor the average class size for all Palmetto College online course offerings. The average class size for fall 2019 of the current academic year (2019-2020) is approximately 22/1

We are please with both averages for the same reason provided above in regards to the aggregate campuses ratio

See Academic Programs Supplemental information.

Student Recruiting and Retention

Student Recruitment

Efforts, including specific actions, to recruit students into College/School programs.

Palmetto College marketing and communications continues to yield a positive ROI. The advertising campaign has grown from general brand awareness to include more targeted advertising through individual programs and degree "clusters." The clusters divide online degree completion programs into five categories: business, data management, education, healthcare and public sector. Individual programs are marketed bearing the native four-year institution's brand marks and visual identity. Current media buy inventory includes television, radio, search, retargeting, social media and sponsorships. A complete update may be found at the following link:

https://www.sc.edu/about/system_and_campuses/palmetto_college/internal/documents/blueprint/marketing_updates.pdf

Palmetto college's central enrollment management office has four Regional Admissions Representative positions to recruit prospective students to the online bachelor's degree completion programs. Although two of the four positions are currently vacant, these roles support enrollment through off-site recruitment activities—primarily targeting students from the state's technical college system. Additionally, the central office provides coordinated support to four Regional Admissions Representatives who are located on each of the four regional campuses. The recruitment team is led by a newly appointed Assistant Dean for Enrollment Management, and services all counties of South Carolina to provide a presence and focus toward providing educational opportunities to the constituents of the state. Collaboration between the enrollment management team, marketing, and central Palmetto College is focused on creating a combination of brand awareness and target marketing specific to the fourteen online degree completion programs. The central enrollment management office coordinates statewide recruitment activities, including education fairs, SC Technical College campus visits and events, military-affiliated events, and other opportunities to promote the quality of a University of South Carolina degree online. The social media presence, along with a public recruitment calendar, have been used to deliver announcements, events and reminders for application deadlines. Webinars are also held periodically, both day and evening, to be inclusive of a degree completion audience. The addition of the Lexington Transfer Center, Lexington, SC, has also provided an opportunity to recruit students at an alternative location for those not able to visit the main campus admissions office. The use of the Salesforce/TargetX Customer Relation Management (CRM) system continues to provide a centralized system for recruitment and application processes for the four two-year regional campuses. Recruitment and marketing activities such as email campaigns, prospective student follow up and events are created and designed to improve efficiency and grow enrollment through output and data collection. The PC enrollment management staff continue to manage prospective online degree completion students using the system to record initial intake, demographics, pre-qualification for specified program(s) and subsequent release to the four-year comprehensive campus of choice. The CRM is also used to review records being transferred to the system, identifying potential gaps in transition services, advising, or procedural issues when students move among the eight system campuses. It also assists in identifying patterns of opportunities for increased student success initiatives and potential services that could retain students through graduation based on their previous experience or exposure to information and technology.

Student Recruiting and Retention

Efforts directed at attracting and providing services to the military population were moved to the President's Office mid-year.

Student Retention
Efforts at retaining current students in College/School programs.

Actions: Palmetto College coordinated an all-campuses budget request directed to the more formal establishment and/or enhancement of student success efforts on each campus. These efforts will be addressed in campus reports. PC Central has maintained funding of a vendor-solution online tutoring service (Brainfuse), with this service being made available to students enrolled in all PC Online programs as well as all students enrolled at the four PC Campuses.

The Palmetto College Admissions Office is utilizing the CRM to review records being transferred to the system, identifying potential gaps in transition services, advising, or procedural issues when students move among the eight system campuses. It also assists in identifying patterns of opportunities for increased student success initiatives and potential services that could retain students through graduation based on their previous experience or exposure to information and technology.

Evaluation of efforts:

Online programs: Retention efforts are the responsibility of the degree-granting campus or college/school. A retention study for the original seven Palmetto College programs was conducted for those entering (as transfers) in fall 2013. An overall retention rate (defined as returning fall 2014, unless graduated) of 79% was ascertained. With 14 degrees now being offered by Palmetto College, an updated study was devised, focusing, for consistency, on the original seven programs. The overall rate remained consistent 75%) with our initial study, therefore giving us confidence in the considerable degree of success our students enjoy. It should be noted that Success rate calculation for the PC Online programs presents unique challenges because: 1.approximately 40% of students enroll part-time and 2. by definition, as "plus 2 programs, students enrolled in PC Online programs are transfers and therefore do not constitute a traditional first-time, full-time cohort. That said, an important measure of success as we approach five years since the establishment of Palmetto College is the over-1700 degrees awarded. (Source: PC internal data). See Academic Programs Supplemental Information for more details.

Palmetto College Campuses:

Retention: Specific campus rate will be addressed in campus reports.

Success Rate: While the reported Retention and Graduation Rates constitute important measures for this campus, said measures do not capture an important role of the campus as a "pathway" (as opposed to end point) for students to attain their educational goals. The campus' Success Rate, instituted as a performance measure for the state's primarily two-year institutions by the Commission on Higher Education (CHE) starting in 1996, captures how

Student Recruiting and Retention

students utilize the local institution for coursework leading to associate and/or baccalaureate degrees. Specifically, the Success Rate measure consists of three sub-measures leading to an overall rate: graduation with the campus' associate degree, continued enrollment at the institution, and transfer from the institution. For the latest cohort (2015 entering FT/FT students, captured three years after entering, i.e., "150% of time) the aggregate average for the campuses was 71.5%. This is a significant increase over the 2014 cohort rate (58%).

Student Enrollment & Outcomes

The following data was provided by UofSC's Office of Institutional Research, Assessment, and Analytics.

Note: Student enrollment and outcomes data are calculated by headcount on the basis of primary program of student only.

Student Enrollment by Level & Classification

Table 5. Student Enrollment by Level & Classification.

	Fall 2019	Fall 2018	Fall 2017
Undergraduate Enrollment			
Freshman	1450	1525	1421
Sophomore	676	702	650
Junior	175	195	188
Senior	62	104	98
Dual/Non-Degree	2754	2127	2469
Sub Total	5117	4653	4826
Graduate Enrollment			
Masters	0	0	0
Doctoral	0	0	0
Graduate Certificate	0	0	0
Sub Total	0	0	0
Professional Enrollment			
Medicine	0	0	0
Law	0	0	0
PharmD	0	0	0
Sub Total	0	0	0
Total Enrollment (All Levels)	5117	4653	4826

Student Enrollment & Outcomes

Illustration 3. Undergraduate Student Enrollment by Classification
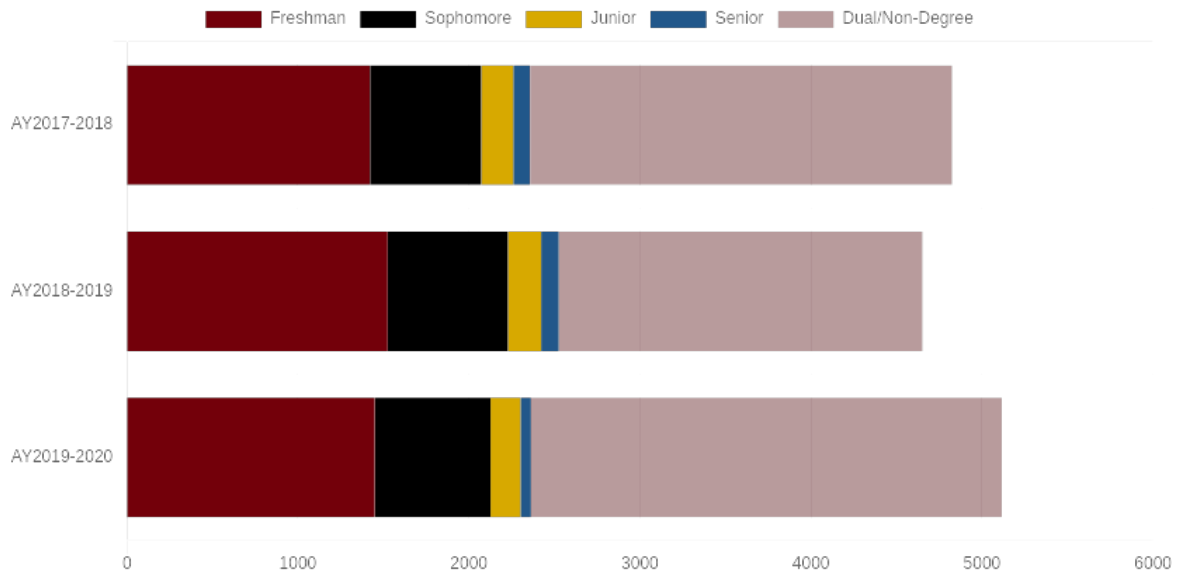
Illustration 4. Graduate/Professional Student Enrollment by Classification

Student Enrollment & Outcomes

Illustration 5. Total Student Enrollment by Classification (All Levels)

Enrollment by Time Status

Table 6. Student Enrollment by Level and Time Status.

	Fall 2019	**Fall 2018**	**Fall 2017**
Undergraduate	5117	4653	4826
Full-Time	2064	2168	1993
Part-Time	3053	2485	2833
Graduate/Professional	0	0	0
Full-Time	0	0	0
Part-Time	0	0	0
Total - All Levels	5117	4653	4826
Full-Time	2064	2168	1993
Part-Time	0	0	0

Student Enrollment & Outcomes

Student Diversity by Gender

Table 7. Student Enrollment by Gender.

	Fall 2019	**Fall 2018**	**Fall 2017**
Undergraduate	5117	4653	4826
Female	2902	2795	2820
Male	2215	1858	2006
Graduate/Professional	0	0	0
Female	0	0	0
Male	0	0	0

Illustration 6. Undergraduate Student Diversity by Gender

2019 Undergrad Gender   **2018 Undergrad Gender**   **2017 Undergrad Gender**

Illustration 7. Graduate/Professional Student Diversity by Gender

2019 Graduate Gender   **2018 Graduate Gender**   **2017 Graduate Gender**

Student Enrollment & Outcomes

Student Diversity by Race/Ethnicity
Table 8. Student Enrollment by Race/Ethnicity.

	Fall 2019	Fall 2018	Fall 2017
Undergraduate	5117	0	4653
American Indian/Alaska Native	18	17	12
Asian	79	63	72
Black or African	953	1053	1032
Hispanic or Latino	248	217	207
Native Hawaiian or Other Pacific Islander	2	6	4
Nonresident Alien	49	51	45
Two or More Races	178	189	187
Unknown Race/Ethnicity	748	174	276
White	2842	2883	2991
Graduate/Professional		0	0
American Indian/Alaska Native	0	0	0
Asian	0	0	0
Black or African	0	0	0
Hispanic or Latino	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0
Nonresident Alien	0	0	0
Two or More Races	0	0	0
Unknown Race/Ethnicity	0	0	0
White	0	0	0

Illustration 8. Undergraduate Student Diversity by Race/Ethnicity
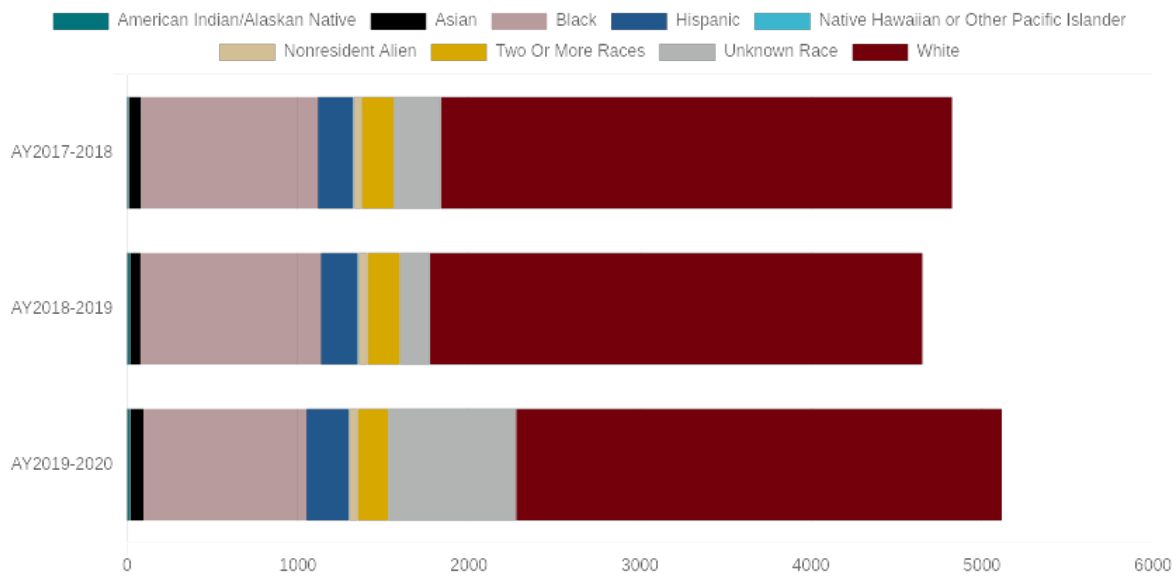
Illustration 9. Graduate/Professional Student Diversity by Race/Ethnicity

Student Enrollment & Outcomes

Undergraduate Retention

Table 9. Undergraduate Retention Rates for First-time Full-time Student Cohorts

	F.T. First Year	P.T. First Year
Fall 2017 Cohort	49%	39%
Fall 2016 Cohort	49%	37%
Fall 2015 Cohort	51%	19%

Illustration 10. Undergraduate Retention, First and Second Year

First Year

Second Year
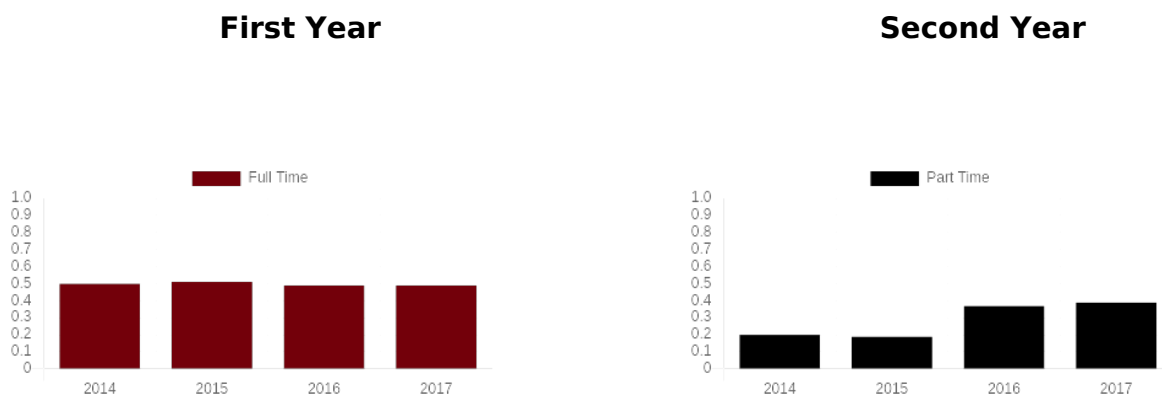
Student Completions
Graduation Rate - Undergraduate

Table 10. Undergraduate Graduation Rates for First-time Full-time Student Cohorts at 4-, 5-, and 6 Years.

	Fall 2015	Fall 2014	Fall 2013
3 Year Grad Rate	22%	20%	21%
Transfer Out Rate	35.5%	30.4%	0%

Student Enrollment & Outcomes

Degrees Awarded by Level

Table 11. Degrees Awarded by Level.

	AY2019-2020	AY2018-2019	AY2017-2018
Associates Degree		0	562
Bachelors		110	107
Masters		0	0
Doctoral		0	0
Medical		0	0
Law		0	0
Pharmacy Doctorate		0	0
Graduate Certificate		0	0

Illustration 11. Degrees Awarded by Level
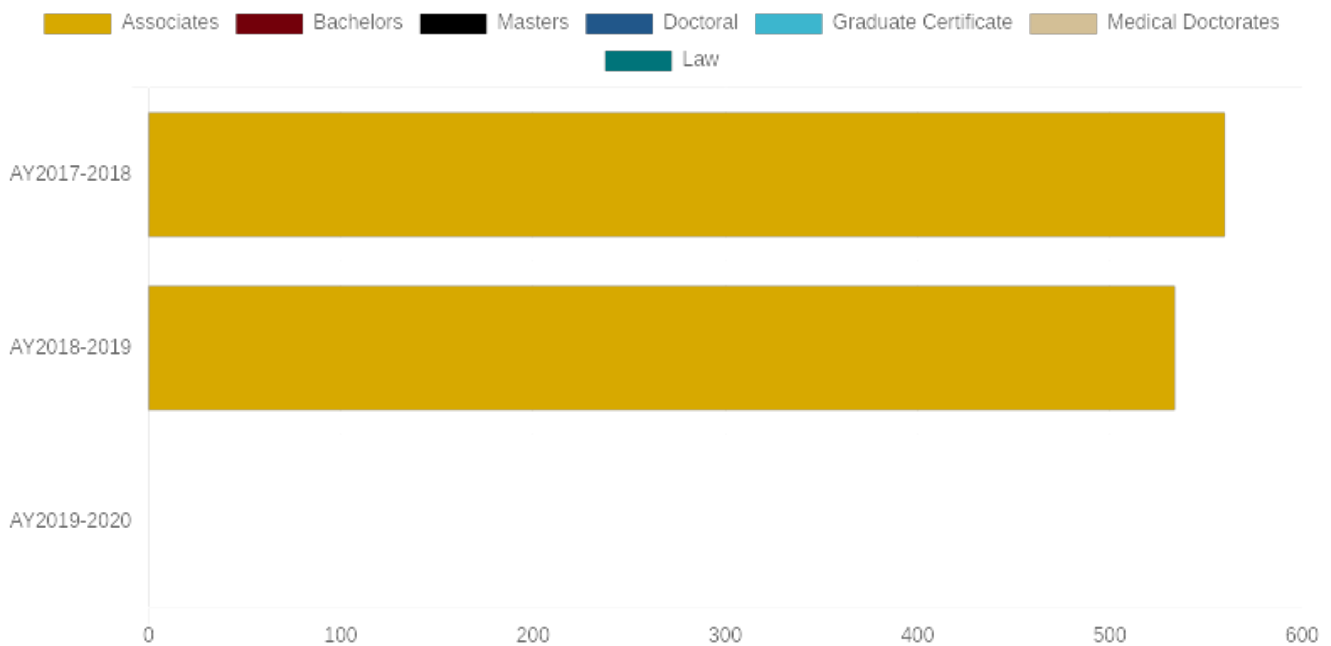
Faculty Awards Nominations

Faculty nominated for the following awards in the categories of Research, Service, Teaching, or Other.

Research Award Nominations

Recipient(s)	Award	Organization
Vittes, Elliot	Denise R. Shaw Excellence in Scholarship Award	Palmetto College
Picariello, Damien	Denise R. Shaw Excellence in Scholarship Award	Palmetto College
Gardner, Fran	Denise R. Shaw Excellence in Scholarship Award	Palmetto College
Miller, Sarah	Denise R. Shaw Excellence in Scholarship Award	Palmetto College
Pisano, Andrew	Denise R. Shaw Excellence in Scholarship Award	Palmetto College

Service Award Nominations

Recipient(s)	Award	Organization
Peek, John	Chris P. Plyler Excellence in Service Award	Palmetto College
Criswell, Stephen	Chris P. Plyler Excellence in Service Award	Palmetto College
Kiernan, Dan	Chris P. Plyler Excellence in Service Award	Palmetto College
Aziz, Majdouline	Chris P. Plyler Excellence in Service Award	Palmetto College

Teaching Award Nominations

Recipient(s)	Award	Organization
Ngwane, Fidele	John J. Duffy Excellence in Teaching Award	Palmetto College
Elliott, Julia	John J. Duffy Excellence in Teaching Award	Palmetto College
Morris, Lee	John J. Duffy Excellence in	Palmetto College

Faculty Awards Nominations

	Teaching Award	
Sellhurst, Sarah	John J. Duffy Excellence in Teaching Award	Palmetto College
Grob, Kristina	John J. Duffy Excellence in Teaching Award	Palmetto College

Faculty Awards Received

Faculty of PC were recognized for their professional accomplishments in the categories of Research, Service, and Teaching.

Research Awards

Recipient(s)	Award	Organization
Gardner, Fran	Denise R. Shaw Excellence in Research Award	Palmetto College

Faculty Awards Received

Service Awards

Recipient(s)	Award	Organization
Aziz, Majdouline	Chris P. Plyler Excellence in Service Award	Palmetto College

Faculty Awards Received

Teaching Awards

Recipient(s)	Award	Organization
Sellhorst, Sarah	John J. Duffy Excellence in Teaching Award	Palmetto College

Alumni Engagement & Fundraising

Alumni

Substantial activities, engagements, and initiatives with alumni, focusing on relationships and activities with alumni.

PC Central engages alumni in the promotion of the online degrees. An example during this academic year is participation in USC Day at the State House.

Development, Fundraising and Gifts

Substantial development initiatives and outcomes, including Fundraising and Gifts.

Palmetto College has developed over 30 unique case statements to convey the strategic development initiatives being pursued on behalf of its regional Palmetto College campuses, extended University/Fort Jackson/Shaw AFB and Palmetto College online. Each initiative falls into one of four major fundraising categories including: funds for student support, such as endowed scholarships and internships; support for faculty needs, including travel expenses related to research; capital expenditures for new facilities and campus improvement/beautification; and targeted programmatic investment. To date, in 2019-20, we have received strong private support for a variety of Palmetto College funding initiatives. This includes funding for new BSN nursing programs at USC Sumter and Union and their affiliated STEM education building renovations. Additionally, we have secured matching funds for new scholarship support that has facilitated dozens of new scholarships since 2015. We've also received significant support for "last dollar scholarship" intended to assist military personnel, veterans and reservists at Fort Jackson and the Shaw AFB/ Sumter partnership. Year to date over 100 individuals, corporations and foundations have been approached for investment in Palmetto College and our five regional campuses. As the third quarter of the academic year draws to a close, we have received over $1.18 million in new donations and have issued nearly $1.8M in new proposals. We have numerous active, unfunded proposals in our pipeline and anticipate more solicitations over the balance of the year.

Community Engagement

Community Engagements and Community - Based Activities

Community engagement and community based research, scholarship, outreach, service or volunteerism conducted, including activities at the local, state, regional national and international levels.

Palmetto College has established a Board of Visitors consisting of community leaders representing the PC campuses service areas and PC Online. The existence of the BOV assures two-way communication between Palmetto College and its constituents. A meeting is held each semester.

The Chancellor maintains an active outreach schedule in promoting the availability of online degree completion programs to leaders statewide through invited presentations to civic, business and volunteer organizations.

Palmetto College engagement with Lexington county has been a major priority this year. The result has been the establishment of a Lexington Transfer Center to attract and recruit Lexington County residents to Online Degree Completion. In addition, we will be offering upper division courses at the site for Bachelor's of Organizational Leadership and Liberal Studies.

Strengthening the ties to our military communities has also been a priority and has resulted in the establishment of a Military Programs and Strategies Department within Palmetto College to target military active duty, veterans and other military related students to Online Degree Completion and fully online degrees. As noted previously, this unit has been moved directly under the President. Palmetto College maintains the AA/AS program at Ft. Jackson.

The expansion of Dual Enrollments opportunities yields substantial savings on higher education investment by students and parents throughout the state.

The engagement of 6th and 7th grade students from rural under-represented populations with the Palmetto College Campuses to introduce them to the college experience through campus visits will hopefully lead to increased eventual enrollment in higher education by participants.

Campus reports will address specific campus service area activity.

Community Perceptions

How unit assesses community perceptions of engagement, as well as impact of community

Community Engagement

engagement on students, faculty, community and the institution.

Campus reports will address specific campus service area assessment.

In regards to PC Central, establishment of the Lexington Center and the military program at Ft. Jackson demonstrates our commitment and as well as the receptivity leaders in these communities embrace in looking to Palmetto College to serve adult learner needs. Further, the activities described in the Engagement section above enable Palmetto College and its campuses and units to carry the message of accessibly, affordable, and flexible higher education to the state's citizens, thereby enhancing the image of the University System.

Incentivizing Faculty Engagement

Policies and practices for incentivizing and recognizing community engagement in teaching and learning, research, and creative activity.

Will be addressed in campus reports. Also, the central Palmetto College office sponsors the Duffy, Plyer, and Shaw awards to recognize and reward teaching, scholarship, and service.

Collaborations

Internal Collaborations

Our most significant academic collaborations and multidisciplinary efforts characterized as internal to the University.

Palmetto College is, by definition, a collaborator with USC Columbia and the three senior institutions as these institutions offer the online degrees and coursework our students pursue.

External Collaborations

Our most significant academic collaborations and multidisciplinary efforts characterized as external to the University.

In addition to the aforementioned Lexington and Richland county efforts, Palmetto College works with the State Technical College System and its campuses (as well as Spartanburg Methodist) as well as the US military branches to assist with promoting our courses and degrees to prospective students

Equity and Diversity Plan

Improve Under-Represented Minority (URM) Student Enrollment

Palmetto College has a representative on the University's Council of Academic Diversity Officers (CADO) who ensures that the campuses are included in all relevant DEI plans and initiatives. He further works with PC deans and academic deans to coordinate local campus DEI activities and initiatives:

DEI activities, initiatives, and plans will be developed locally on each campus and will be collected, assembled, and reported in conjunction with the development of the President's overall strategic plan for the University.

	Student Recruitment	Faculty Recruitment	Student Groups & Activities	Campus Cultural Activities	Academic Courses & Programs
Lancaster	Justin Pearson jhpearso @mailbox.sc.edu 803-313-7070	Deborah Cureton dcureton @email.sc.edu 803-313-7101	Laura Carnes humphrlb@mail.sc.edu 803-313-7120	Laura Carnes humphrlb@email.sc.edu 803-313-7120	Deborah Cureton dcureton @email.sc.edu 803-313-7101
Salkehatchie	Tony Jackson tonyjack @mailbox.sc.edu 803-712-7303	Bryan Love BryanLov@mailbox.sc.edu 803-812-7466	Jane Brewer JTBrewer@mailbox.sc.edu 843-782-8601	Jane Brewer JTBrewer@mailbox.sc.edu 843-782-8601	Bryan Love BryanLov@mailbox.sc.edu 803-812-7466
Sumter	Keith Britton kbritton@uscsumter.edu 803-753-4965	Eric Reisenauer ericr@uscsumter.edu 8039383749	Kris Weissmann WEISSMAK@uscsumter.edu (803) 938-3824	Eric Reisenauer ericr@uscsumter.edu 8039383749	Eric Reisenauer ericr@uscsumter.edu 8039383749
Union	Brad Greer greerm@mailbox.sc.edu 864-429-8728	Randy Lowell and Susan Jett jettspu @mailbox.sc.edu, 864-424-8027	Brad Greer greerm@mailbox.sc.edu 864-429-8728	Randy Lowell and Brad Greer greerm@mailbox.sc.edu 864-429-8728	Randy Lowell lowell@mailbox.sc.edu 864-424-8046
PC C	Joe Mews	Ron Cox r	Ron Cox r	Ron Cox r	Steve

olummewsj@ oncox@ oncox@m oncox@ Lowe Slo
bia mailbox. mailbox.s ailbox.sc. mailbox.s we@mail
sc.edu 8 c.edu 80 edu 803-7 c.edu 80 box.sc.ed
03-576-6 3-777-94 77-9425 3-777-94 u 803-77
003 25 25 7-9446

Improve The Number Of Full-Time URM Faculty Across Academic Units

See above

Enhance Outcomes For URM Undergraduate and Graduate/Professional Students

See above

Improve Post-Graduate Outcomes For URM Undergraduate and Graduate/Professional Students

See above

Increase the engagement of students, faculty, staff, administrators in Equity and Inclusion

See above

Improve The Sense Of Inclusion Amongst All University Community Members

See above

Concluding Remarks

Quantitative Outcomes

Explain any surprises regarding data provided in the quantitative outcomes modules throughout this report.

While not surprising to us, we are extremely pleased at the overall enrollment growth of Palmetto College, overall and both at the campuses and online and with the approaching 1700 online program graduates produced

Cool Stuff

Describe innovations, happy accidents, good news, etc. that occurred within your unit not noted elsewhere in your reporting.

Appendix 1. Academic Programs

Palmetto College

		Online Bachelor's Degree Completion Programs - Headcount by Major																				
Launch	Program	Fall 2013	Spring 2014	Summer 2014	Fall 2014	Spring 2015	Summer 2015	Fall 2015	Spring 2016	Summer 2016	Fall 2016	Spring 2017	Summer 2017	Fall 2017	Spring 2018	Summer 2018	Fall 2018	Spring 2019	Summer 2019	Fall 2019	Spring 2020	Program Totals
2017	**Accounting - Aiken**	–	–	–	–	–	–	–	–	–	–	-	-	43	51	22	56	52	15	66	74	379
2013	**Business Admin. Mgmt. - Aiken**	28	40	34	78	88	52	118	122	59	146	158	60	135	140	73	144	137	62	150	147	1,971
2013	**Criminal Justice - Upstate**	17	23	21	57	70	34	79	78	38	78	82	32	92	105	46	111	99	43	105	101	1,311
2013	**Elem Education - Columbia**	12	11	8	33	25	3	46	40	9	56	47	8	43	37	3	34	35	10	45	41	546
2019	**Engineering Tech Mgmt - Upstate**	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	37	41	78
2017	**Health Informatics - Upstate**	–	–	–	–	–	–	–	–	–	–	-	1	13	15	11	25	24	17	30	30	166
2016	**Hospitality Mgmt - Beaufort**	–	–	–	–	–	–	–	–	–	1	5	4	12	18	6	20	24	16	28	27	161
2013	**Human Services - Beaufort**	6	14	10	42	49	16	54	61	1	70	70	33	86	86	38	90	82	31	64	60	963
2016	**Info. Mgmt. & Systems - Upstate**	–	–	–	–	–	–	–	–	–	5	9	12	33	39	23	52	57	31	59	54	374
2016	**Information Science - Columbia**	–	–	–	–	–	–	–	–	–	-	-	-	-	-	-	-	-	-	-	-	-
2013	**Liberal Studies - Columbia**	184	186	90	216	205	47	218	216	49	210	191	67	193	181	88	186	184	75	166	155	3,107
2013	**Nursing RN to BSN - Upstate**	137	150	140	139	138	127	112	123	116	108	157	168	168	172	156	173	163	128	171	152	2,898
2013	**Org. Leadership - Columbia**	119	118	50	124	130	40	124	118	39	127	124	58	144	122	75	144	148	68	148	145	2,165
2016	**Public Health/Health Promotion - Beaufort**	–	–	–	–	–	–	–	–	–	5	10	6	19	24	10	27	30	22	36	37	226
2017	**Special Education - Aiken**	–	–	–	–	–	–	–	–	–	1	1	4	12	1	9	11	3	15	12		69
	Total	503	542	353	689	705	319	751	758	311	806	854	450	985	1,002	552	1,071	1,046	521	1,120	1,076	14,414
	Year-over-Year Variance	-	-	-	37.0%	30.1%	-9.6%	9.0%	7.5%	-2.5%	7.3%	12.7%	44.7%	22.2%	17.3%	22.7%	8.7%	4.4%	-5.6%	4.6%	2.9%	-

USC Aiken

Accounting	Fall	Spring	Summer	Graduates
17-18	43	51	22	-
18-19	56	52	15	-
19-20	66			2

Business Admin. Mgmt.	Fall	Spring	Summer	Graduates
13-14	28	40	34	-
14-15	78	88	52	11
15-16	118	122	59	24
16-17	146	158	60	33
17-18	135	140	73	34
18-19	144	137	62	36
19-20	150			17

Special Education	Fall	Spring	Summer	Graduates
16-17	-	1	1	-
17-18	4	12	1	-
18-19	9	11	3	11
19-20	15			-

USC Beaufort

Public Health / Health Promotion	Fall	Spring	Summer	Graduates
16-17	5	10	6	-
17-18	19	24	10	8
18-19	27	30	22	4
19-20	36			4

Hospitality Mgmt	Fall	Spring	Summer	Graduates
16-17	1	5	4	-
17-18	12	18	6	1
18-19	20	24	16	4
19-20	28			4

Human Services	Fall	Spring	Summer	Graduates
13-14	6	14	10	-
14-15	42	49	16	1
15-16	54	61	1	8
16-17	70	70	33	4
17-18	86	86	38	22
18-19	90	82	31	33
19-20	64			6

USC Upstate				
Criminal Justice	**Fall**	**Spring**	**Summer**	**Graduates**
13-14	17	23	21	-
14-15	57	70	34	8
15-16	79	78	38	19
16-17	78	82	32	23
17-18	92	105	46	29
18-19	111	99	43	33
19-20	105			17
Health Informatics	**Fall**	**Spring**	**Summer**	**Graduates**
16-17	-		1	-
17-18	13	15	11	1
18-19	25	24	17	2
19-20	30			-
Info. Mgmt. & Systems	**Fall**	**Spring**	**Summer**	**Graduates**
16-17	5	9	12	-
17-18	33	39	23	1
18-19	52	57	31	9
19-20	59			6
Nursing - RN to BSN	**Fall**	**Spring**	**Summer**	**Graduates**
13-14	137	150	140	114
14-15	139	138	127	108
15-16	112	123	116	92
16-17	108	157	168	63
17-18	168	172	156	136
18-19	173	163	128	124
19-20	171			49
Engineering Tech Mgmt	**19-20**	**Spring**	**Summer**	**Graduates**
19-20	37			2

USC Columbia

Elementary Education	Fall	Spring	Summer	Graduates
13-14	12	11	8	-
14-15	33	25	3	-
15-16	46	40	9	4
16-17	56	47	8	8
17-18	43	37	3	17
18-19	34	35	10	5
19-20	45			-

Liberal Studies	Fall	Spring	Summer	Graduates
13-14	184	186	90	34
14-15	216	205	47	55
15-16	218	216	49	50
16-17	210	191	67	74
17-18	193	181	88	61
18-19	186	184	75	61
19-20	166			20

Organizational Leadership	Fall	Spring	Summer	Graduates
13-14	119	118	50	33
14-15	124	130	40	22
15-16	124	118	39	36
16-17	127	124	58	37
17-18	144	122	75	46
18-19	144	148	68	48
19-20	148			14

Campus	2013-14	2014-15	2015-16	2016-17	2017-18	Fall 2018	Spring 2019	Summer 2019	2018-19	Fall 2019	Spring 2020	Summer 2020	2019-20	Total
Lancaster	134	134	108	168	144	22	97	14	133	17			17	150
Salkehatchie	211	222	150	157	189	11	109	6	126	21			21	147
Sumter	92	103	120	112	145	22	86	47	259	22			38	297
Union	53	50	50	62	63	6	50	4	60	7			7	67
Grand Totals	490	509	428	499	541	61	342	71	474	67	-	-	67	3,008

Online courses for Degree completion

Courses Taught Online	Fall	Spring	Summer	Total					
FY 2014	34	46	13	**93**					
FY 2015	63	54	22	**139**					
FY 2016	67	82	25	**174**					
FY 2017	102	112	45	**259**					
FY 2018	152	175	52	**379**					
FY 2019	146	163	41	**350**		-3.9%	-6.9%	-21.2%	-7.7%
FY 2020	181			**181**	*as of 10032019	24.0%			
Credit Hour Production	Fall	Spring	Summer						
FY 2014	2187	2522	466	**5175**					
FY 2015	4712	3190	765	**8667**					
FY 2016	4829	6535	737	**12101**					
FY 2017	7021	7874	2109	**17004**					
FY 2018	10600	12566	3056	**26222**					
FY 2019	12059	12492	2015	**26566**		13.8%	-0.6%	-34.1%	1.3%
FY 2020	11509			**11509**	*as of 10032019	-4.6%			
Seats filled	Fall	Spring	Summer						
FY 2014	746	873	156	**1775**					
FY 2015	1602	1083	255	**2940**					
FY 2016	1615	2186	242	**4043**					
FY 2017	2347	2605	734	**5686**					
FY 2018	3508	4126	1056	**8690**					
FY 2019	3992	4123	699	**8814**		13.8%	-0.1%	-33.8%	1.4%
FY 2020	3837			**3837**	*as of 10032019	-3.9%			
Data from OIRAA Freeze Course Data Records (except Fall 2013)	count of P sections only								
Fall 2013 from Tuition data									

Program	Fall 2013	Spring 2014	Summer 2014	Fall 2014	Spring 2015	Summer 2015	Fall 2015	Spring 2016	Summer 2016	Fall 2016	Spring 2017	Summer 2017	Fall 2017	Spring 2018	Summer 2018	Fall 2018	Spring 2019	Summer 2019	Fall 2019	Spring 2020	Summer 2020
Palmetto College																					
2+2 On-Site Bachelor's Degree Programs at Palmetto College Campuses																					
Business - Aiken (Sumter)	38	32	0	32	21	0	25	22	9	36	31	11	26	28	8	19	17	7	15		
Education - Aiken (Salkehatchie)	12	10	0	10	10	0	6	10	0	9	10	0	12	9	0	5	9	2	16		
Education - Aiken (Sumter)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2		
Education - Upstate (Sumter)	44	21	0	21	21	0	24	22	3	29	32	11	26	19	3	13	6	1	5		
Nursing – Aiken (Sumter)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Nursing – Aiken (Union)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Nursing - Columbia (Lancaster)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	49		
Nursing - Columbia (Salkehatchie)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	24		
Nursing - Columbia (Lancaster, Salkehatchie)	73	78	0	78	78	0	79	71	5	69	38	1	67	60	0	74	66		-		
Fort Jackson	5	19	0	19	19	0	19	10		15	12		16			10			7		
Total	172	160	0	160	149	0	153	135	17	158	123	23	147	116	11	121	98	10	118		

PC Overall Spring

	2014	2015	2016	2017	2018	2019	2020
Overall	4222	4468	4786	4933	5200	5315	5714
Online Enrollment	542	705	758	854	1002	1046	1076
Campus Enrollment	3680	3763	4028	4079	4198	4269	4638

PC Online

Program	Fall 2013	Spring 2014	Summer 2014	Fall 2014	Spring 2015	Summer 2015	Fall 2015	Spring 2016	Summer 2016	Fall 2016	Spring 2017	Summer 2017	Fall 2017	Spring 2018	Summer 2018	Fall 2018	Spring 2019	Summer 2019	Fall 2019	Spring 2020
Accounting - Aiken	–	–	–	–	–	–	–	–	–	–	0	0	43	51	22	56	52	15	66	74
Business Admin. Mgmt. - Aiken	28	40	34	78	88	52	118	122	59	146	158	60	135	140	73	144	137	62	150	147
Criminal Justice - Upstate	17	23	21	57	70	34	79	78	38	78	82	32	92	105	46	111	99	43	105	101
Elem Education - Columbia	12	11	8	33	25	3	46	40	9	56	47	8	43	37	3	34	35	10	45	41
Engineering Tech Mgmt - Upstate	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	37	41
Health Informatics - Upstate	–	–	–	–	–	–	–	–	–	–	0	1	13	15	11	25	24	17	30	30
Hospitality Mgmt - Beaufort	–	–	–	–	–	–	–	–	–	1	5	4	12	18	6	20	24	16	28	27
Human Services - Beaufort	6	14	10	42	49	16	54	61	1	70	70	33	86	86	38	90	82	31	64	60
Info. Mgmt. & Systems - Upstate	–	–	–	–	–	–	–	–	–	5	9	12	33	39	23	52	57	31	59	54
Information Science - Columbia	–	–	–	–	–	–	–	–	–	–	0	0	0	0	0	0	0	0	–	0
Liberal Studies - Columbia	184	186	90	216	205	47	218	216	49	210	191	67	193	181	88	186	184	75	166	153
Nursing RN to BSN - Upstate	137	150	140	139	138	127	112	123	116	108	157	168	168	172	156	173	163	128	171	152
Org. Leadership - Columbia	119	118	50	124	130	40	124	118	39	127	124	58	144	122	75	144	148	68	148	142
Public Health/Health Promotion - Beaufort	–	–	–	–	–	–	–	–	–	5	10	6	19	24	10	27	30	22	36	38
Special Education - Aiken	–	–	–	–	–	–	–	–	–	–	1	1	4	12	1	9	11	3	15	12
Total	503	542	353	689	705	319	751	758	311	806	854	450	985	1002	552	1071	1046	521	1120	1076

USC LANCASTER - Headcount	FALL 2013	FALL 2014	FALL 2015	FALL 2016	FALL 2017	FALL 2018	FALL 2019
Traditional Students	1,051	965	1,042	939	913	871	808
Concurrent	760	773	680	906	997	652	816
Total Headcount	1,811	1,738	1,722	1,845	1,910	1,523	1,624
Change in Traditional		(86)	77	(103)	(26)	(68)	(105)
% Change		-8.18%	7.98%	-9.88%	-2.77%	-7.24%	-11.50%
Change in Total Headcount		(73)	(16)	123	65	(322)	(286)
% Change		-4.03%	-0.92%	7.14%	3.52%	-17.45%	-14.97%

USC LANCASTER - Headcount	SPRING 2014	SPRING 2015	SPRING 2016	SPRING 2017
Traditional Students	928	903	905	875
Concurrent	440	386	565	636
Total Headcount	1,368	1,289	1,470	1,511
Change in Traditional		(25)	2	(30)
% Change		-2.69%	0.22%	-3.31%
Change in Total Headcount		(79)	181	41
% Change		-5.77%	14.04%	2.79%

USC SALKEHATCHIE - Head Count	FALL 2013	FALL 2014	FALL 2015	FALL 2016	FALL 2017	FALL 2018	FALL 2019
Traditional Students	776	723	605	641	649	627	557
Concurrent	245	353	504	496	362	300	383
Total Headcount	1,021	1,076	1,109	1,137	1,011	927	940
Change in Traditional		(53)	(118)	36	8	(14)	(92)
% Change		-6.83%	-16.32%	5.95%	1.25%	-2.18%	-14.18%
Change in Total Headcount		55	33	28	(126)	(210)	(71)
% Change		5.39%	3.07%	2.52%	-11.08%	-18.47%	-7.02%

USC SALKEHATCHIE - Head Count	SPRING 2014	SPRING 2015	SPRING 2016	SPRING 2017
Traditional Students	746	658	530	575
Concurrent	112	194	358	353
Total Headcount	858	852	888	928
Change in Traditional		(88)	(128)	45
% Change		-11.80%	-19.45%	8.49%
Change in Total Headcount		(6)	36	40
% Change		-0.70%	4.23%	4.50%

USC SUMTER - Head Count	FALL 2013	FALL 2014	FALL 2015	FALL 2016	FALL 2017	FALL 2018	FALL 2019
Traditional Students	697	729	677	661	730	717	689
Concurrent	227	150	224	144	272	393	667
Total Headcount	924	879	901	805	1,002	1,110	1,356
Change in Traditional		32	(52)	(16)	69	56	(41)
% Change		4.59%	-7.13%	-2.36%	10.44%	8.47%	-5.62%
Change in Total Headcount		(45)	22	(96)	197	305	354
% Change		-4.87%	2.50%	-10.65%	24.47%	37.89%	35.33%

USC SUMTER - Head Count	SPRING 2014	SPRING 2015	SPRING 2016	SPRING 2017
Traditional Students	602	691	611	609
Concurrent	132	105	166	74
Total Headcount	734	796	777	683
Change in Traditional		89	(80)	(2)
% Change		14.78%	-11.58%	-0.33%
Change in Total Headcount		62	(19)	(94)
% Change		8.45%	-2.39%	-12.10%

USC UNION- Head Count	FALL 2013	FALL 2014	FALL 2015	FALL 2016	FALL 2017	FALL 2018	FALL 2019
Traditional Students	285	295	271	202	286	294	297
Concurrent	199	384	298	637	617	799	857
Total Headcount	484	679	569	839	903	1,093	1,154
Change in Traditional		10	(24)	(69)	84	92	11
% Change		3.51%	-8.14%	-25.46%	41.58%	45.54%	3.85%
Change in Total Headcount		195	(110)	270	64	254	251
% Change		40.29%	-16.20%	47.45%	7.63%	30.27%	27.80%

USC UNION- Head Count	SPRING 2014	SPRING 2015	SPRING 2016	SPRING 2017
Traditional Students	252	284	213	191
Concurrent	308	347	545	643
Total Headcount	560	631	758	834
Change in Traditional		32	(71)	(22)
% Change		12.70%	-25.00%	-10.33%
Change in Total Headcount		71	127	76
% Change		12.68%	20.13%	10.03%

Fall 2018

Campus Type	Campus	Level	Headcount				FTE			
			Fall 2017	Fall 2018	WY-WY	WY-WY	Fall 2017	Fall 2018	WY-WY	WY-WY
			26-Oct-17	25-Oct-18	Change +/-	Change %	26-Oct-17	25-Oct-18	Change +/-	Change %
Palmetto College Campuses	USC Lancaster	Undergraduate	1,910	1,523	-387	-20.26%	1,186	1,060	-126	-10.62%
	USC Salkehatchie	Undergraduate	1,011	927	-84	-8.31%	731	708	-23	-3.15%
	USC Sumter	Undergraduate	1,002	1,110	108	10.78%	733	783	50	6.82%
	USC Union	Undergraduate	903	1,093	190	21.04%	557	653	96	17.24%
		Total	**4,826**	**4,653**	**-173**	**-3.58%**	**3,207**	**3,204**	**-3**	**-0.09%**

Spring 2018

Campus Type	Campus	Level	Headcount				FTE			
			Spring 2018	Spring 2019	WY-WY	WY-WY	Spring 2018	Spring 2019	WY-WY	WY-WY
			22-Mar-18	21-Mar-19	Change +/-	Change %	22-Mar-18	21-Mar-19	Change +/-	Change %
Palmetto College Campuses	USC Lancaster	Undergraduate	1,495	1,361	-134	-8.96%	974	919	-55	-5.65%
	USC Salkehatchie	Undergraduate	878	835	-43	-4.90%	631	596	-35	-5.55%
	USC Sumter	Undergraduate	815	912	97	11.90%	637	638	1	0.16%
	USC Union	Undergraduate	888	1,054	166	18.69%	542	617	75	13.84%
		Total	**4,076**	**4,162**	**86**	**2.11%**	**2,784**	**2,770**	**-14**	**-0.50%**

Summer 2018

Campus Type	Campus	Level	Headcount				FTE			
			Summer 2018	Summer 2019	WY-WY	WY-WY	Summer 2018	Summer 2019	WY-WY	WY-WY
			12-Jul-18	10-Jul-19	Change +/-	Change %	22-Mar-18	21-Mar-19	Change +/-	Change %
Palmetto College Campuses	USC Lancaster	Undergraduate	446	439	-7	-1.57%	191	199	8	4.19%
	USC Salkehatchie	Undergraduate	109	124	15	13.76%	28	47	19	67.86%
	USC Sumter	Undergraduate	334	345	11	3.29%	129	144	15	11.63%
	USC Union	Undergraduate	66	50	-16	-24.24%	26	30	4	15.38%
		Total	**955**	**958**	**3**	**0.31%**	**374**	**420**	**46**	**12.30%**

Fall 2019

Campus Type	Campus	Level	Headcount				FTE			
			Fall 2018	Fall 2019	WY-WY	WY-WY	Fall 2018	Fall 2019	WY-WY	WY-WY
			10/25/2018	10/25/2019	Change +/-	Change %	10/25/2018	10/25/2019	Change +/-	Change %
Palmetto College Campuses	USC Lancaster	Undergraduate	1,523	1,640	117	7.68%	1,060	1,112	52	4.91%
	USC Salkehatchie	Undergraduate	927	964	37	3.99%	708	638	-70	-9.89%
	USC Sumter	Undergraduate	1,110	1,360	250	22.52%	783	854	71	9.07%
	USC Union	Undergraduate	1,093	1,153	60	5.49%	653	689	36	5.51%
		Total	**4,653**	**5,117**	**464**	**9.97%**	**3,204**	**3,293**	**89**	**2.78%**

Using Past Grad Report for years prior to FY 18 & Enroll

Campus	Program Name	Fall 2013	Spring 2014	Summer 2014	2013-14	Fall 2014	Spring 2015	Summer 2015	2014-15	Fall 2015	Spring 2016	Summer 2016	2015-16	Fall 2016	Spring 2017	Summer 2017	2016-17	Fall 2017	Spring 2018	Summer 2018	2017-18	Fall 2018	Spring 2019	Summer 2019	2018-19	Fall 2019
Aiken	USCA Business Admin - Management	-			-		2	9	11	5	10	9	24	8	16	9	33	14	13	7	34	19	6	11	36	17
	USCA Business Admin - Accounting				-																					2
	USCA Special Education				-				-				-				-		-		-		11		11	-
	Subtotal	-	-	-	-	-	2	9	11	5	10	9	24	8	16	9	33	14	13	7	34	19	17	11	47	19
Beaufort	USCB Health Promotion/Public Health				-				-				-				-		8		8		2	2	4	4
	USCB Hospitality Mgmt				-				-				-				-		1		1		3	1	4	4
	USCB Human Services				-		1		1	1	5	2	8	2	2	-	4	5	13	4	22	16	12	5	33	6
	Subtotal	-	-	-	-	-	1	-	1	1	5	2	8	2	2	-	4	5	22	4	31	16	17	8	41	14
Columbia	ED Elementary Educ				-			4	4				4	-	8		8		17		17		5		5	-
	PP Liberal Studies				34	20	30	5	55	17	32	1	50	25	43	6	74	17	35	9	61	20	29	12	61	20
	PP Organizational Leadership				33	7	12	3	22	16	17	3	36	14	19	4	37	17	25	4	46	15	27	6	48	14
	Subtotal	-	-	-	67	27	42	8	77	33	53	4	90	39	70	10	119	34	77	13	124	35	61	18	114	34
Upstate	Upstate Criminal Justice				-		4	4	8	5	9	5	19	10	9	4	23	8	17	4	29	18	13	2	33	17
	Upstate Engineering Tech Mgmt																									2
	Upstate Health Informatics				-				-				-			-	-	1			1	1	1		2	-
	Upstate Info Mgmt and Systems				-				-				-				-		1		1	2	6	1	9	6
	Upstate Nursing - R.N.				114	1	1	106	108	4	1	87	92	12	2	49	63	51	32	53	136	43	27	54	124	49
	Subtotal	-	-	-	114	1	5	110	116	9	10	92	111	22	11	53	86	60	50	57	167	64	47	57	168	74
	Grand Totals	-	-	-	181	28	50	127	205	48	78	107	233	71	99	72	242	113	162	81	356	134	142	94	370	141
																		59.15%	63.64%	12.50%	47.11%	18.58%	-12.35%	16.05%	3.93%	5.22%